VIRGINIA MAIN

VIRGINIA DEPARTMENT
OF HOUSING AND
COMMUNITY DEVELOPMENT

Street

FUND DEVELOPMENT: PLANNING FOR SUSTAINABILITY

What defines a non-profit?

- an organization that works to serve a **public purpose,** rather than to provide **financial benefit** to any particular **individual, corporation, or entity**

Fund Development v. Fundraising: What's the Difference?

- *Fundraising (Transactional)*
- The act of asking for money, whether through face-to-face meetings, direct mail, special events, proposals to foundations, or responding to requests for proposals from government resources.

Fund Development v. Fundraising: What's the Difference?

- *Fund Development (Relational)*

- The ongoing, strategic positioning of an organization to sustain and grow its resources by building multiple relationships with those who understand and care about the organization's relevance to the community.

  - Shared Vision

  - Clear Articulation of Mission

  - Creative Strategies and,

  - Solid Communication Plan

Fund Development Plan

1. Mission/Vision
2. Organizational Objectives
3. Fundraising/Organizational Audit
4. Fundraising Objectives/Strategies
5. Work Planning/Budget/Schedule
6. Monitor/Report
7. Evaluation

Vision and Mission

- Vision
  - A clear statement of the world we want to see
  - What success looks like
    - *Fredericksburg's downtown is a place that balances historical identity with a strong modern presence.*

Vision and Mission

□ Mission

  ▫ Maps out how we intend to make it a reality

  ▫ Provides the detail

    ▪ *Preserve Fredericksburg's historic fabric and rich cultural history while encouraging a thriving economic future.*

Fundraising Audit

- Where are we now?
  - Reflection and Evaluation

- Where do we want to be?
  - Vision

- How are we going to get there?
  - Planning

Fundraising Audit

- Macro/External Factors
  - PEST
    - Political
    - Economic
    - Sociocultural
    - Technological
  - Competitors
  - Collaborators

Fundraising Audit

- Internal Factors
  - Current Funding
    - What are your current funding sources?
    - What generates the largest portion of your revenue?
    - Which sources are the most reliable?
    - Where is there room for growth?
    - Where should you devote more (or less) time?
    - What areas are not producing? Why?
    - Where can you involve more volunteers or board members?

Fundraising Audit

- Internal Factors
  - Past and Current Fundraising
    - What are your fundraising activities?
    - How much money do you spend?
    - How much income/revenue is generated?
    - How much staff and volunteer time is needed?
    - Can you show a return on investment?

Fundraising Audit

- Internal Factors
  - Organizational Capacity and Culture
    - Who is on your fundraising team?
    - How much fundraising experience does your staff/board have?
    - Do you have a donor recognition plan?
    - Do you have a new donor pipeline?
    - Are you raising money for a specific project/capital campaign?
    - Do you have a volunteer recognition plan?

Fundraising Audit

- Internal Factors
  - SWOT Analysis
    - Summary of your audit data
    - Do more than one
      - Organization
        - Director
        - Board
        - Events
        - Website

Goals

- Goals
  - action oriented
  - broad, not quantifiable

"Create and Sustain a strong Entrepreneurial Ecosystem"

"Provide Board with training in Fundraising"

"Expand our pool of individual donors"

Objectives

- *S*pecific – relate to a concrete fundraising activity/activities
- *M*easurable – dollar targets, number of donors approached, expenses
- *A*chievable – realistic based on Fundraising Audit
- *R*elevant – mission, vision, need
- *T*ime - deadlines

"Cultivate two (2) new tourism based businesses and assist one (1) existing retail business in expanding"

Donor Segments

- Corporate Donors
- Events
- Sponsors
- Local Government Support
- Direct Mail
- Telethon
- Crowd Funding
- Grants

- Individual Donors (segmented)
  - Renew
  - Upgrade
  - New
  - Board Members
  - Volunteers
  - Committee Members
  - Former Board Members
  - Business Owners
  - Building Owners

Strategy

Individual Donors

- Letter writing campaign
- Open House/Happy Hour
- Personal appeal from Board member/ED

Provide Board Training in Fundraising

- ED and Board President will hire a consultant to provide training
- Board Retreat
- "The Fundraising Habits of Extremely Successful Boards"
- Send three (3) Board members to Downtown Intersections

Work Planning

Assignment

Budget

Timeline

Process

Roles in Fundraising

Staff Roles in Fundraising

• Supplies names, contact info of prospective supporters

• Conducts the research on foundations, groups, individuals

• Prepares fundraising materials, proposal

• Manages the timelines

• Produces thank you letters, grant reports

Board Roles in Fundraising

• Supplying names, contact info of prospective supporters

• Cultivates and asks an agreed upon number of people

• Volunteers for events

• Opens doors to business and foundations

□ Making sure the agency is solvent and sustainable is a major responsibility of the board of directors: It's part of governance

Case for Support

- Is donor-oriented / donor-facing (written for donors)
- Clearly illustrates your organization's mission and vision for the future
- Tells donors why you need funding and what outcomes you are seeking from their investment
- Offers strong reasons why prospects should make gifts to your organization.
- Process of making insiders out of outsiders

6 Powerful Elements that Create an Airtight Case for Support

1. **Your Vision**
   - What difference will the money you raise make in the world?
2. **Your Problem**
   - What keeps your organization from achieving your vision?
3. **Your Plan**
   - How will you overcome the problem so you can achieve your vision?)
4. **Your Costs**
   - What's your plan going to cost?
5. **Your "Why Now?"**
   - Why is it important to solve the problem now?
6. **Your Call to Action**
   - What can a donor do to help solve the problem and achieve the vision?

Resource: https://capitalcampaignmasters.com/6-powerful-elements-that-create-an-airtight-case-for-support/

Mad Libs

1. Case for Support Mad Lib – it has all six of the "powerful elements"
2. Choose a word for each part of speech specified
3. Read the story out loud, filling your words in the blanks
4. Laugh and laugh some more
5. Afterward, lets look for the elements of the case for support
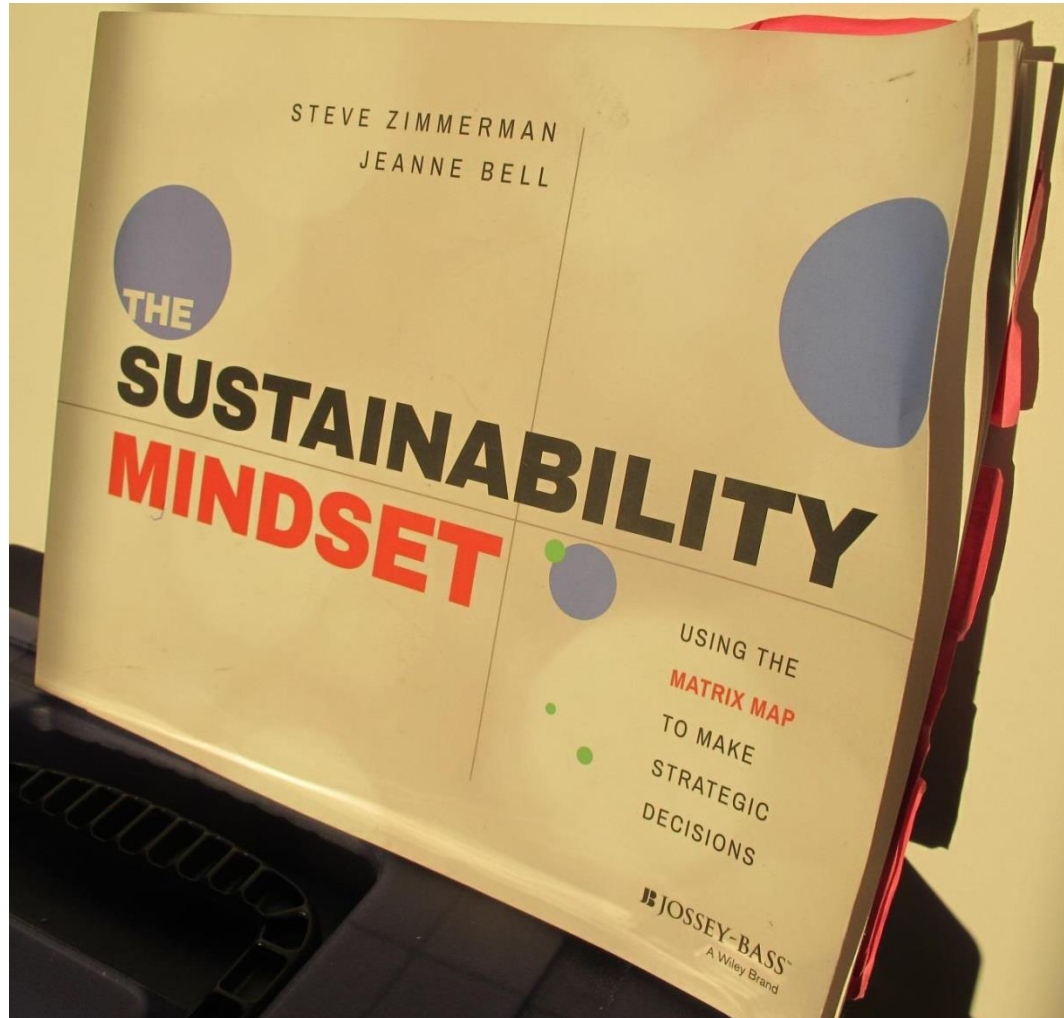
Case for Support/Storytelling Exercise

- Write a Case for Support
- Audience
  - City Council – Table 1
  - Event Sponsor – Table 2
  - Individual Donors – Table 3
  - Corporate Donors – Table 4
- What would your audience find valuable?
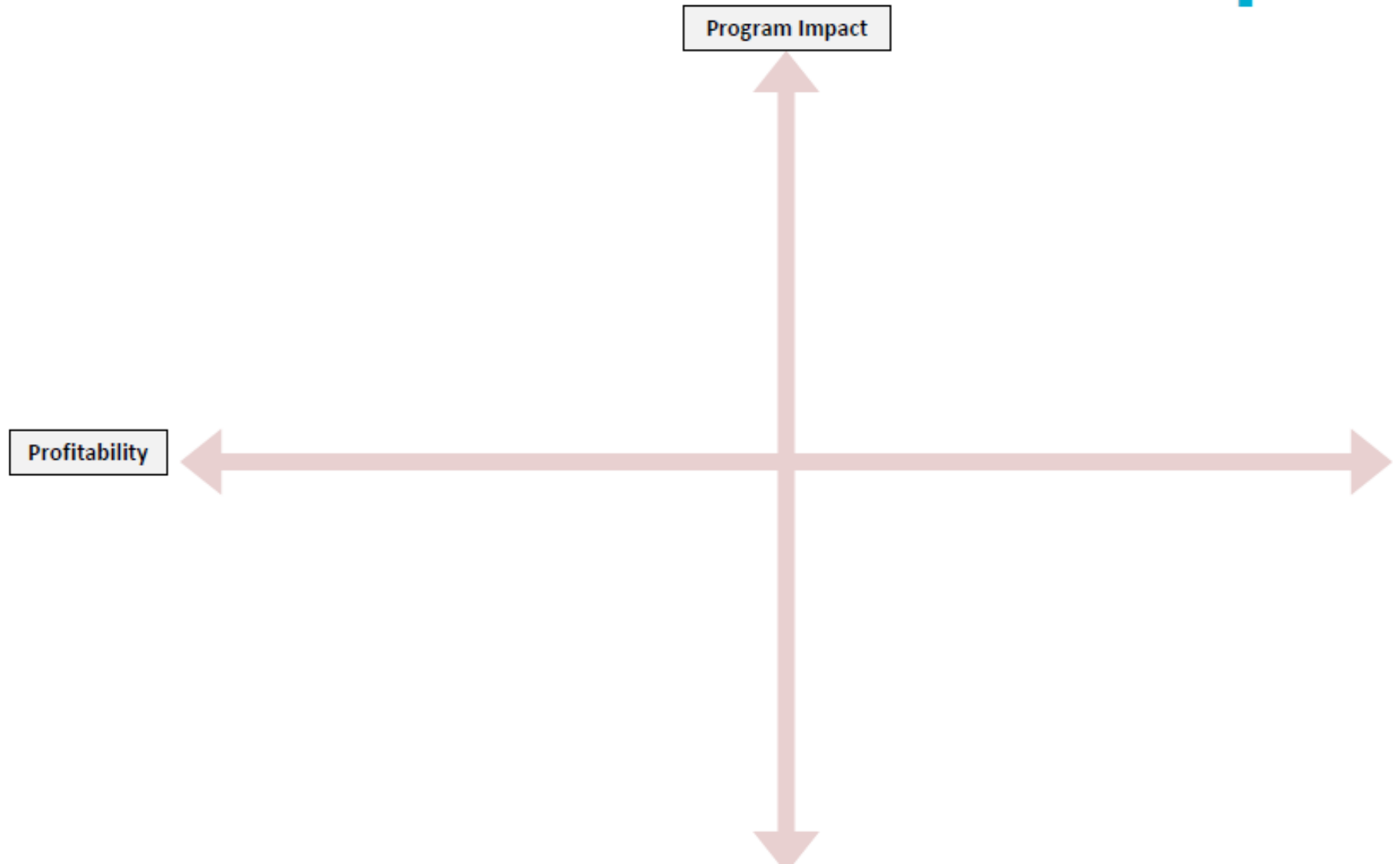- What stories do they want/need to hear?

Matrix Map: a thinking tool
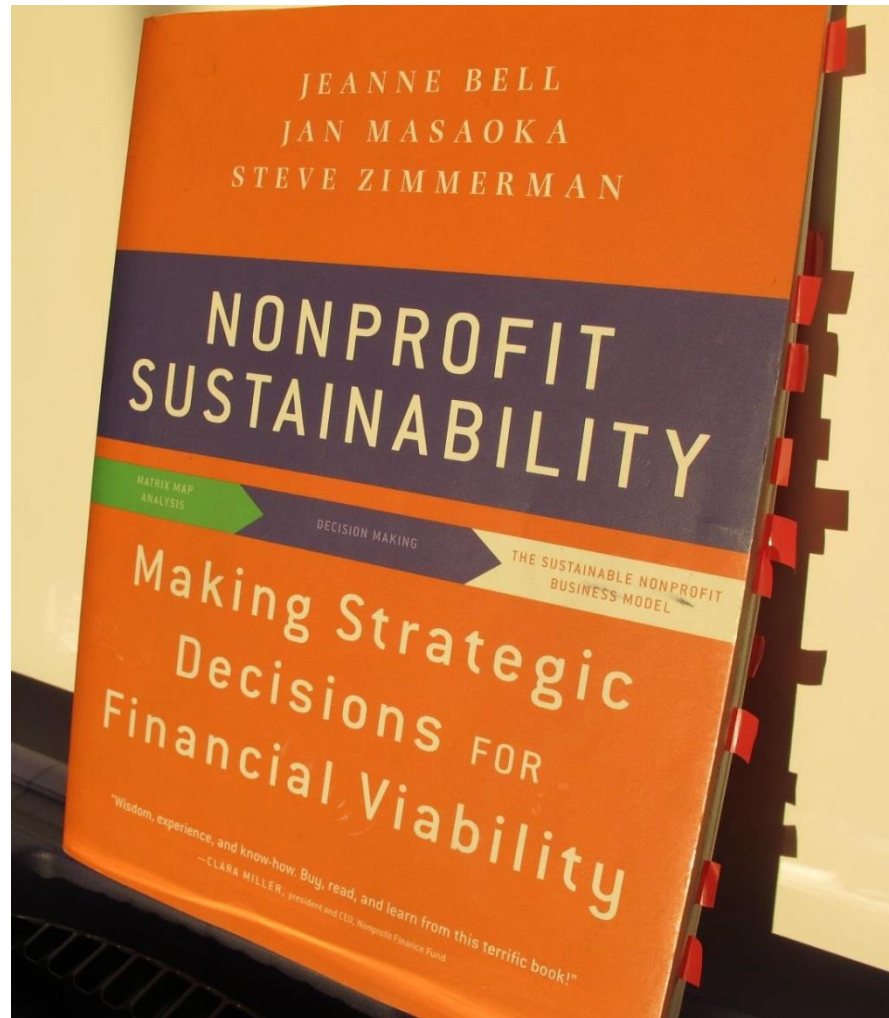
Matrix Map II

Let's Make a Matrix Map

Program Impact

Profitability

Let's Make a Matrix Map

Program Impact

Profitability

Heart
High Mission Impact
Low Profitability

Star
High Mission Impact
High Profitability

STOP
Low Mission Impact
Low Profitability

Money Trees
Low Mission Impact
High Profitability

Fundraising

- What are you doing to raise funds?

- What else?
  - Think beyond events…
  - Think beyond the city allocation…

Virginia Main Street — Downtown Intersections
Virginia Department of Housing and Community Development
July 10-12, 2017
Winchester, VA

- Website - **www.dhcd.virginia.gov/MainStreet**
- Blog – **https://dhcdvms.wordpress.com/**

- National Main Street Center
  - **www.mainstreet.org**
  - Main Street Now Conference, Pittsburgh, PA May 1-3, 2017